Executive

7 December 1949

Management Officer

OCD Paper on "Central Reference Facilities, Status and Objectives".

1. While the Assistant Director for Collection and Dissemination has not found it desirable to indicate his reasons for preparing this subject paper, it can be assumed that this is his method of replying to the Management Staff proposal on abstracting and indexing.

2. Therefore, it appears that the best approach is a comparison between ideas implied in the OCD paper and the Management Staff proposal. Such a comparison is attached as Tab A.

3. Certain contradictions and omissions become apparent upon analysis of this paper. These are set forth in Tab B.

4. An analysis of the comparison, particularly of points of difference, leads into recommendations for resolving this issue. Suggested Management Staff recommendations are attached as Tab C.

5. It is interesting to note that subject paper was given wide internal CIA dissemination despite its lack of status as an official CIA publication.

6. The Management Office does not attempt to control operational matters, however, under the provisions of [   ] one of the prime functions of the Management Staff is to bring to the attention of COAPS operational problems for their study and recommended solution. This has been accomplished in the submittal of the Management Staff proposal "Agency Activities Relating to Abstracting and Coding of Intelligence Information" together with a comparison of OCD paper "Central Reference Facilities, Status and Objectives" and the Management Staff original paper.

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Attachments: 3
   Tabs A, B, C

cc: COAPS

TAB A

Comparison of OCD paper "Central Reference Facilities, Status and Objectives"
with Management Staff Proposal on Abstracting and Indexing.

A. Points of Agreement

   1. The Intellofax System is the best system for handling library materials.

   2. OCD should maintain finder files for location of specific documents.

   3. The classification system should be tailored to the needs of the

specialists within an over-all standard framework.

   4. Abstracting in substantive divisions will serve as a training vehicle.
Coding further enhances the training endeavor.

   5. Technically difficult reports will be immediately processed in sub-
stantive divisions.

   6. Files space will be saved by the Intellofax System and by substantive

divisions' participation in the abstracting and coding activity, providing

duplicate tab-fax files are not maintained in the substantive divisions.

   7. Extension of classification and abstracting to substantive divisions

should be achieved by "evolution not revolution".

   8. Objectives of the Intellofax System as set forth by OCD, providing

the index and abstract files are merged.

   9. It is desirable to retain abstracts of cables, newspaper articles

and other materials which are not indexed by OCD, but which are selected as

important by ORE or OSI analysts.

   10. There is no useful distinction in CIA between "classifying" and

"coding". It is one process generally referred to as "coding".

   11. It is not desirable to provide an exact count of documents received

by CIA.

   12. It is uneconomical to index cable flow unless ORE-OSI specialist

so indicates.

TAB A

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13. It is not desirable to index every document but they should be retained and located through finder files.

14. Attack on the reference problem should be "two-pronged: mechanical and substantive".

15. The classification scheme must be "adequate from the user's standpoint".

16. OCD should continue to write "table of contents" type abstracts for serials, periodicals, bound books.

17. "If we can't assign a code number to what we want, then we can't call on machines to deliver."

TAB A

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B. Points of Disagreement

1. Intellofax System application to Biographic and Industrial data.

   a. Management Staff - Can be applied in same manner as to library materials.

   b. OCD - Has no application.

2. Number of files to be maintained.

   a. Management Staff - There is only one file, the intellofax file.

   b. OCD - Two files should be maintained and searched, index file prepared by OCD - abstract file prepared by intelligence specialists.

3. Primary purpose of intellofax files.

   a. Management Staff - Primary purpose of files is to serve ORE-OSI researcher.

   b. OCD - Service should be geared to IAC, all parts of CIA, with ORE-OSI on same priority as all other users.

4. Need For ORE analyst to retain carbon copies of abstracts he prepares.

   a. Management Staff - Tab-fax run will serve the same purpose.

   b. OCD - Specialist should maintain his own file for the preparation of summaries.

5. Need for more OCD personnel.

   a. Management Staff - OCD personnel can be reduced if they cease duplication of coding done by substantive divisions and if mats are typed in substantive divisions.

   b. OCD - More hands are needed in OCD to type abstracts and to review coding of substantive divisions.

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6. Coding of all incoming intelligence information documents.

    a. Management Staff - Should be performed by ORE-OSI.

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    b. OCD - Should be performed in OCD, but duplicate action taking

place in ORE-OSI if abstracts are written.

7. Determination of materials to be indexed.

    a. Management Staff - Should be decided by ORE-OSI.

    b. OCD - Should be decided by OCD. -

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8. Review or amplification of codes supplied to abstracts by ORE-OSI.

    a. Management Staff - Review by substantive division chiefs.

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    b. OCD - Review by OCD.

9. The adequacy of the classification scheme.

    a. Management Staff - It presently is not serving the needs of the

specialists. In a few cases e.g., Human Resources, OSI, Medical, OSI,

it was determined that the system could not serve the specialists needs.

    b. OCD - "Scheme . . . proved sufficiently elastic to encompass

many unforeseen requirements."

10. Typing of mats.

    a. Management Staff - Be done in producing office to eliminate

duplicate typing.

    b. OCD - Be done in OCD to insure uniformity of typing and to permit

review of coding.

11. Technical classification.

    a. Management Staff - Should be achieved by fine breakdown within

an over-all system or if necessary a separate system, but should not be

classified under two systems.

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b. OCD - Technical materials should be classified twice:

(1) the general system

(2) the specialized system

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12. Maintenance of technical files.

a. Management Staff - Should be (maintained in OCD to permit) IBM and facsimile servicing by machines located in OCD.

b. OCD - Should be maintained manually by the specialist in his office.

13. Mass data problem.

a. Management Staff - The same intellofax procedures can be employed in abstracting, coding and servicing biographic and industrial files. More specific and detailed classification will be required and these files should be separately maintained in the OCD Library.

b. OCD - "It does not now seem likely that the Intellofax System could profitably be applied to their (sic., biographic and industrial) problems."

CONTRADICTIONS AND ERRORS CONTAINED IN THE OCD PAPER

1. (p. 1, para 2) Index files started in April, 1948. --- OO-B reports and certain unclassified documents sent to the pool were fully coded and abstracted beginning in April 1948, but fax-cards were not prepared until installation of the "batch" procedure in October 1948.

2. (p. 2, para. 3) OCD is not capable of abstracting, but has produced over 6,000 abstracts. (p. 6)

3. (p. 3, para. 4) An artifical separation of abstract and index files is made, although indication is given that they are one intellofax file. (p. 8; p. 22.)

4. (p. 14, para 16) The classification scheme is stated to be adequate, yet a long discussion is included as to why it is not adequate in one particular instance. (pp. 29-30)

5. (p. 19) No mention is made that OCD achieved currency on indexing daily receipt of documents through procedures designed and installed by the Management Staff, i.e., the "batch" procedure.

6. (p. 22) Library, clearly, should not prepare specialized abstracts, "such work must be done by the specialists in the subject matter," yet, on p. 21 indication is given that Library will index all documents. If they can't abstract, how can they index?

7. (p. 28, para. 34) Administrative Officer, OSI suggested that OSI type its own mats. Management Officer concurred.

8. (p. 28) Training typists to type on mats is difficult, yet under Management Staff guidance during installation of the "batch" procedure, OCD typists were fully trained within one week.

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9. (p. 28) Specialists neglect to specify general codes. If the classification scheme is adequate, it should permit general subject pulling from specific entries. Also, (p. 2, para. 3) the problem of providing too much information through too general coding is set forth.

10. (p. 29, top) Abstracts will be of value only to specialists who prepare them. Who else is interested? Like specialists think alike, not as an outsider.

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11. (p. 2, para. 3) The large number of entries listed in answer to specific requests could stem from poor indexing by OCD.

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12. (p. 13, para. 14) It is the considered opinion of OCD that the number of researchers create the number of code classifications required for proper indexing. This opinion is in the main in error as research personnel belonging to family groups all have fields of common concern., i.e., modical personnel world-wide utilize an international method of coding and classification.

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13. No mention is made that coding and abstracting by substantive divisions will bring into the agency file, materials now being withheld from OCD.

14. No mention is made of who should perform abstracting and coding necessary to maintenance of industrial and biographic files. It can be assumed that OCD feels they should continue with these activities. Management Staff questions the technical ability of OCD to perform this service.

MANAGEMENT STAFF RECOMMENDATIONS

1. The Intellofax system be implemented and expanded to serve CIA reference needs.

2. Intellofax files be located, maintained and serviced within OCD.

3. Abstracts of documents be prepared by all ORE-OSI specialists for incorporation into intellofax files.

4. The ORE-OSI Division having primary interest in a document be assigned the additional tasks of:

    a. Selecting those documents to be indexed.

    b. Supplying code numbers for a large group of documents which will be indexed, but not abstracted.

    c. Reviewing codes assigned to documents abstracted and indexed.

5. The classification scheme be tailored, where possible, to fit the specific needs of all intelligence researchers and subsequently be exclusively used throughout CIA for the organization of reference materials. Where the general scheme cannot be used, sub-classification schemes, integrated into the general scheme, be developed jointly by ORE-OSI and OCD.

6. The Intellofax system be applied to biographic and industrial data within the framework of a sub-classification scheme set forth in para. 5 above.

7. Only one intellofax file, composed of index and abstract cards, be maintained for general reference use.

8. Separate technical intellofax files be maintained for specific indexing of biographic, industrial, medical and possibly other specialized scientific data.

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9. OCD provide direct service to all IAC and CIA users of the general reference intellofax file. Requests for specialized information from technical files be made through appropriate production office specialists.

10. As the intellofax file changes to reflect the needs of the ORE-OSI specialists, manual reference files maintained by these specialists be eliminated.

11. The staffs of the production offices be augmented, as need indicates, to perform the additional duties indicated in the above recommendations.

12. Typing of the multilith mats be accomplished in the production offices, with OCD providing direction for reproduction, punching, and tabulating of the tab-cards.

13. The procedural changes inherent in these recommendations be accomplished gradually during the calendar year 1950 to minimize disruption to the intelligence effort. No action be taken on biographic and industrial data until the general materials are fully assimilated into the new procedures.

14. The AD/OCD, AD/ORE, AD/OSI, and Management Officer each appoint a staff member to serve on a team which will devote full-time, if necessary, to develop and to supervise installation of new procedures inherent in these recommendations.